

DOCUMENT RESUME

ED 125 372

HE 007 472

TITLE Faculty Handbook. St. Norbert College.  
INSTITUTION Saint Norbert Coll., West DePere, Wis.  
PUB DATE May 71  
NOTE 68p.

EDRS PRICE MF-\$0.83 HC-\$3.50 Plus Postage.  
DESCRIPTORS Academic Freedom; Academic Standards; \*Administrative Policy; Administrator Responsibility; Affirmative Action; Ancillary Services; \*College Faculty; Faculty Promotion; Governance; \*Higher Education; Job Tenure; \*Personnel Policy; \*Private Colleges; Teacher Responsibility  
IDENTIFIERS \*Faculty Handbooks; Saint Norbert College

ABSTRACT

The faculty constitution is presented in this 1971 revision of the faculty handbook. Separate sections are included on bylaws, faculty policy, academic regulations, and procedures and information. The handbook is indexed and covers such topics as: academic freedom; affirmative action policy; governing boards; administrative duties, class attendance and schedules; committees; contracts; course changes; grading; outside employment; faculty improvement; fringe benefits; insurance; student rights and freedoms; leaves of absence; promotions; tenure; and travel. (LBH)

\*\*\*\*\*  
\* Documents acquired by ERIC include many informal unpublished \*  
\* materials not available from other sources. ERIC makes every effort \*  
\* to obtain the best copy available. Nevertheless, items of marginal \*  
\* reproducibility are often encountered and this affects the quality \*  
\* of the microfiche and hardcopy reproductions ERIC makes available \*  
\* via the ERIC Document Reproduction Service (EDRS). EDRS is not \*  
\* responsible for the quality of the original document. Reproductions \*  
\* supplied by EDRS are the best that can be made from the original. \*  
\*\*\*\*\*

ED 125372

## FACILITY HANDBOOK

ST. NORBERT COLLEGE

U.S. DEPARTMENT OF HEALTH,  
EDUCATION & WELFARE  
NATIONAL INSTITUTE OF  
EDUCATION

THIS DOCUMENT WAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY.

THE FACULTY CONSTITUTION  
OF ST. NORBERT COLLEGE\*

Preamble

The President's commission to the faculty, contained in the April 13, 1965 Faculty Bulletin, sets forth the foundation upon which this Constitution has been created. It is the intent of this commission and of this Constitution that the faculty, deliberating under leadership and organization of its own choosing, shall make its contribution to the formation of educational policy as defined in Section 2, paragraph c, of the amended Article XII of the College By-Laws. It is the assumption of the Faculty Constitution that the faculty constitutes a reserve of collective professional skills and competence which enables it to speak with its own responsible voice.

## Article I

### Membership and Organization of the Faculty

#### Section 1 Membership:

A member of the Faculty shall be a person who is appointed by the President of the college and who is primarily concerned with teaching and kindred academic matters. The term "academic rank" in this section shall refer specifically to Professor, Associate Professor, Assistant Professor, or Instructor. The Faculty, therefore, includes:

- A) Full-time teaching and research personnel who hold academic rank.
- B) The Dean of the College and all other members of the Board of Administration who have academic rank.
- C) Full-time librarians with academic rank.
- D) Commissioned officers of the Military Science Department assigned to full-time teaching duties.
- E) College personnel who hold joint appointments as administrators and as faculty members with academic rank.
- F) All others to whom the Faculty explicitly extends membership by a two-thirds majority of those present and voting in formal session.

#### Section 2 Chairmanship:

The Faculty shall nominate and elect a Chairman each year.

##### A) Qualifications:

- 1) The Chairman shall have the qualifications stated below in Article II, Section 5, for members of the Faculty Advisory Council.
- 2) A candidate for Faculty Chairmanship shall have demonstrated capacity for leadership and conciliation.
- 3) A candidate shall have a working knowledge of standard parliamentary procedure.

##### B) Election of the Faculty Chairman:

- 1) Nomination and election to the office of Faculty Chairman shall follow the procedures specified for a mail ballot (Art. I, Sec. 7,B,1,b, and B,2,a).
- 2) Election procedures shall commence immediately after March 15 and shall precede all other regular elections specified in this constitution.

C) Duties and Responsibilities:

- 1) The Faculty Chairman shall be responsible for the conduct of all faculty meetings, preparation and presentation of agenda, the publication of minutes, and for the activation of Faculty Standing Committees at the beginning of each academic year.
- 2) The Faculty Chairman shall be an ex-officio member of the Faculty Advisory Council, but may not serve as its Chairman.
- 3) In the event of disability the Faculty Chairman shall request the Chairman of the Advisory Council to act as temporary Chairman of a scheduled faculty meeting.
- 4) The Faculty Chairman shall maintain liaison with the President, Dean, and other administrative officers for purposes of advice and information.
  - a) Recommendations from the President, Dean, and other administrative officers shall be received and considered by the faculty in accordance with the provisions of this Faculty Constitution.
  - b) Recommendations shall be made by the faculty to the President and other officers of administration on the basis of a simple majority of faculty members present and voting in formal session.
- 5) The Faculty Chairman shall not engage in debate. However, since the Chairman is a member of the assembly and may, on occasion wish to debate certain questions, and to vote upon them, he may withdraw from the chair in order to take part in the proceedings. In that event, the chairmanship will fall upon:
  - a) Chairman of the Advisory Council
  - b) Parliamentarian
  - c) Another member of the assembly nominated and elected from the floor by a simple majority.

Ordinarily, the temporary Chairman shall sit until the business is concluded by definitive vote.

Section 3 Agenda for Faculty Meetings:

- A) Individual faculty members may suggest agenda items to the Chairman.
- B) The President or Dean of the College and other administrative officers may suggest items of agenda to the Chairman, who shall forward them to the faculty in its next meeting.

- C) The several faculty committees may suggest agenda to the Chairman.
- D) The Chairman may appoint such faculty personnel as he finds necessary to assist in preparation of agenda. In all cases final preparation of agenda shall be the responsibility of the Chairman of the faculty.
- E) Agenda shall be published in advance of all meetings, with copies to the faculty, President, Dean, and all major administrative officers. All regular and special meetings shall be scheduled far enough in advance to enable the Advisory Council to publish its deliberations on items relevant to the forthcoming agenda, that is, at least one week prior to the meeting.

Section 4 Convention of Meetings:

- A) The faculty shall convene in regular session at least three times each semester. Such meetings shall be scheduled in advance for the entire year in the fourth, ninth and fourteenth weeks of each semester at an hour most convenient for a majority of faculty members.
- B) A quorum shall consist of those faculty members present at a duly authorized, announced and publicized faculty meeting.
- C) Special Meetings:
  - 1) Special meetings may be convened by the Faculty Chairman.
  - 2) It shall be understood that a simple majority of the voting faculty, meeting in regular or special session, may call a special session and may designate the time and place of meeting and the agenda to be considered.
  - 3) The President or any member of the Board of Administration may request the Chairman of the faculty to convene a special meeting and may personally address the faculty at that time if he so chooses. In such event he will be expected to observe faculty regulations concerning agenda and discussion and to remain after presentation for a discussion period.
  - 4) It shall be further understood that ten per cent of the voting faculty may petition the Chairman to convene a special session for the purpose of introducing new business. The Chairman shall be obligated by such a petition, which he shall acknowledge in writing within a period of forty-eight hours. A special session shall be convened within twenty-one working days.
  - 5) The Chairman shall give faculty members two weeks written notice before convening a special meeting and shall publish the agenda at that time.

D) Emergency Meetings:

- 1) The Chairman may call an emergency meeting when the business to be considered is judged by him and the Advisory Council of sufficient urgency and when time does not permit the customary prior notification of the faculty. But in no case is the faculty to receive less than forty-eight hours notice in written statement which shall include agenda. In such instance the Advisory Council shall not be held liable for prior presentation of pertinent materials.

Section 5 Attendance:

Attendance is incumbent upon all faculty members. Non-voting faculty and members of the administration are invited and encouraged to attend and contribute to the deliberative process.

Section 6 Voting:

A) General Principle:

Although unity, as expressed in a majority vote, does not imply unanimity, a simple majority of those assembled and voting in formal session (except when the rule of order stipulates a two-thirds agreement) shall be understood to express the judgment, opinion, and will of the faculty. Any portion of the voting faculty dissenting from the majority may submit a minority report to the Faculty Chairman for transmission to the appropriate administrator. This portion shall identify its total number but not necessarily its individuals.

B) Eligibility:

All members of the faculty (cf. Art. I, Sec. 1) shall be eligible to vote in a formal meeting of the faculty.

C) Procedures:

- 1) The hand vote shall be the usual method of voting in faculty session.
- 2) A secret ballot may be requested as a question of privilege, which may be granted at the discretion of the Chair.  
(cf. Sturgis pp. 30-31.)
- 3) In elections a mail ballot may be conducted in exceptional cases by the Nomination and Election Committee when authorized either by this Constitution, or by a vote of the faculty assembled, or by the Faculty Advisory Council.

Section 7 Elections:

A) General Rules:

- 1) All elections of the faculty shall be decided by a simple majority (50 per cent plus 1) of those eligible and voting.
- 2) A list of nominees shall be prepared by the Nomination and Election Committee.
- 3) In all cases when a simple majority is lacking after the first ballot, run-off ballots shall be conducted until a simple majority is reached.
- 4) All ballots shall be prepared and tabulated by the Nomination and Election Committee except those concerned with the committee itself.

B) Election Procedures:

- 1) Two methods of election shall be recognized: a vote of the faculty assembled and a mail vote.

a) Vote of the faculty assembled:

This method follows the procedures given above for the resolution of a motion. (Art. I, Sec. 6)

b) Mail vote:

A mail vote shall be conducted only during the regular academic year at times when the college is in session. Ballots shall be sent to all faculty members eligible to vote. The results of such an election shall become effective upon publication by the Nomination and Election Committee.

2) List of nominees:

The list of nominees shall always be validated before the election is held. To validate a nomination is to secure a formal acceptance of the nominee that, if elected, he will serve. Unless otherwise stated in this Constitution an oral acceptance is sufficient.

Two procedures shall be used in preparing the lists of nominees. (cf. Sturgis, pp. 150-51.) In the one procedure the Nomination and Election Committee acts merely as a computing group, in the other as a nominating group.

- a) The committee acts as a computing group when it merely secures and validates nominations made by the faculty at large and then proceeds to conduct the election with this list of nominees. The committee shall always act as a computing group when it conducts a mail vote.

b) The committee acts as a nominating group when it presents to the assembly a list of its own nominees. This list may exceed the number of vacancies and may be added to by nominations from the floor.

3) Run-off ballots:

In order to secure a simple majority for all vacancies on a committee, it may be necessary to conduct a run-off ballot. In such cases, the run-off slate shall be determined in the following manner.

- a) In the case of one vacancy the two nominees receiving the highest number of votes shall be entered in the run-off.
- b) In all other cases, the run-off ballot shall contain a number of candidates equal to twice the number of vacancies minus one. The names included shall be on the basis of the number of votes received in the previous ballot.

4) Elections to new committees:

When new committees are formed, the terms of office are assigned on the basis of the number of votes received. The longest term of office shall be assigned to the person receiving the highest number of votes, the next longest term shall be assigned to the person receiving the next highest number of votes, etc.

5) Regular and emergency elections:

a) Regular elections:

Unless otherwise stipulated by the Constitution, elections to all committees shall take place during a faculty meeting in the spring of the year. The Faculty Chairman and the Faculty Advisory Council shall have been elected before that meeting. (cf. Art. I, Sec. 2,B,2 and Art. II, Sec. 6,B).

b) Emergency elections:

When interim vacancies occur, the Nomination and Election Committee, or the Faculty Advisory Council, whichever the Constitution stipulates, shall proceed to fill them as expeditiously as possible.

Section 8 Parliamentarian:

The Faculty Chairman shall select a parliamentarian. The parliamentarian shall serve as advisor to the Chairman on questions of parliamentary procedure.

Section 9 Rules:

Sturgis' Standard Code of Parliamentary Procedure, Second Edition, McGraw Hill, New York City, 1966, shall prevail. Special rules may be added by a two-thirds majority of the faculty present and voting in formal session. Special rules shall supersede ordinary parliamentary rules in reference to all points to which they relate.

## Article II

### Faculty Advisory Council

Section 1 Membership:

The faculty shall nominate and elect five members. The Dean of the College and the Chairman of the faculty shall be ex-officio members of the Council. The Council shall elect its own chairman from among the five elected members.

Section 2 Secretary:

The Council shall have the services of the faculty secretary upon request.

Section 3 Duties and Responsibilities:

It shall be the duty of the Faculty Advisory Council to act as a resource committee for the faculty. It shall study all issues presented to it, identify alternatives, and inform the faculty of its deliberations and findings. The Council shall provide materials for legislation by the faculty, but shall not itself legislate. All findings of the Council, both majority and minority, shall be reported directly back to the faculty. During faculty meetings the Council shall sit as a panel, so as to facilitate exchange of ideas and information.

Section 4 Authority:

The Faculty Advisory Council shall have no authority beyond that which resides in the faculty. The Council shall not be a legislative body and shall have no power of decision or representation.

Section 5 Qualifications for Membership in the Faculty Advisory Council:

- A) Candidates must have enjoyed voting rights in the faculty for a period of one year before being eligible for election.

- B) Candidates should be distinguished for their sound judgment.
- C) Candidates shall agree to acquire working knowledge of:
  - 1) College By-Laws
  - 2) College Bulletin
  - 3) Divisional structures
  - 4) Admission policies and procedures
  - 5) Student Personnel policies
  - 6) Administration policies
- D) Candidates shall agree in writing to accept the responsibilities of office.
- E) Council members may be excused from other faculty committees and assignments at their own request.
- F) Council members may be reelected.

**Section 6 Election to the Faculty Advisory Council:**

- A) Nomination and election to the Faculty Advisory Council shall follow the procedures specified for a mail ballot (Art. I, Sec. 7,B,1,b, and B,2,a).
- B) The Nomination and Election Committee shall initiate election procedures for the Faculty Advisory Council immediately after the election of the Faculty Chairman. (cf. Art. I, Sec. 2,B)
- C) The term of office shall be for two years with two and three members being replaced in alternate years.

**Section 7 Convention and Frequency of Meetings:**

The Faculty Advisory Council shall meet with such frequency and at such times and in such manner as shall be determined by its membership.

**Section 8 Liaison with Faculty:**

- A) The Faculty Advisory Council may call upon any member of the faculty for information, advice, opinions, technical assistance, and specialized knowledge or skills that it deems necessary to the thorough treatment of an item of faculty business.
- B) The Council shall make its deliberations on old business available to the faculty at least one week before the faculty considers these matters in formal session.

- C) The Chairman of the Faculty Advisory Council shall be charged with responsibility for the Council's activities. All reports and presentations of material shall be made directly back to the faculty by the Chairman of the Council and its members.

Section 2 **Liaison with Administration:**

The Faculty Advisory Council shall not be a body superior to the faculty, nor shall it function in an advisory capacity to the Dean or other officers of administration. Therefore, the Council shall be forbidden to express any faculty opinion, or any consensus, that might be construed as thought or act on behalf of the faculty. Any administrator may seek faculty consensus by addressing himself to the Chairman of the faculty, who will then turn to the faculty itself for resolution of the question.

Section 10 **Agenda for Faculty Advisory Council Meetings:**

- A) The faculty in session shall provide the Faculty Advisory Council with items of agenda.
- B) Individual faculty members may suggest items of agenda to members of the Council.
- C) The Advisory Council shall formulate its own agenda.

**Article III**

**Faculty Committees**

Section 1 **Constitution of Committees:**

The following committees shall be constituted and administered by the faculty in accordance with the Faculty Constitution and the amended Article XII of the College By-Laws. The functions, plans, and purview of faculty committees, where they are not specified in the Constitution, shall be determined by the committees themselves in conjunction with the Faculty Advisory Council. Such plans and formulae of operation shall be submitted to the faculty for any necessary amendment and approval.

Section 2 **Description of Committees:**

A) **Faculty Welcoming Committee:**

- 1) The committee shall consist of three faculty couples elected for terms of three years with one couple being replaced annually. Third-year members of the committee shall act as Co-Chairmen.

- 2) The purpose of the committee is to assist new faculty members and their families to locate in and become acquainted with the community.

B) Nomination and Election Committee:

- 1) The committee shall consist of six members who shall be nominated by the faculty at large and validated by the Faculty Advisory Council. Candidates shall have enjoyed voting rights in the faculty for a period of one year. Four members shall constitute a quorum of the committee. Members shall be elected for three-year terms, with two members being replaced annually.
- 2) In the event of an emergency vacancy, the committee may continue to function, but the Faculty Advisory Council shall hold a special election to fill out the unexpired term within three weeks of the vacancy.
- 3) It shall be the function of this committee to conduct elections according to the procedures specified in Article I, Section 7.

## Article IV

### Representation on College Committees

Section 1 Representation:

In the context of St. Norbert College government, the term, "representative of the faculty", is defined as follows:

- A) A person whose competence and judgment are widely respected by his academic colleagues.
- B) A person who is committed to maintaining the prerogatives of the faculty as provided for in the Faculty Constitution, the Faculty Policy Statement, and the By-Laws of St. Norbert College.
- C) A person whose function is primarily to provide a liaison between the faculty and an outside group, both by bringing to the attention of that group the decisions of the faculty and by reporting to and seeking action by the faculty on any matters of concern to it, whether these be statutory or informational.

Section 2 Election of Representatives:

When representatives of the faculty are to be elected to college committees they shall be elected according to the norms specified in Article I, Section 7.

## Article V

### Amendment of Faculty Constitution

- Section 1 Proposals for amendment of the Constitution may originate from the floor during formal session. However, no proposal for amendment may be voted on during the meeting in which it is made.
- Section 2 Proposals for amendment shall be automatically referred to the Advisory Council for study and consideration. Within the same term, or in the first meeting of the following term, the Council shall report back to the faculty.
- Section 3 An amendment shall become effective upon passage by a two-thirds majority of the faculty present and voting in formal session.

## **TABLE OF CONTENTS**

- I. Bylaws**
- II. Faculty Policy**
- III. Academic Regulations**
- IV. Procedures and Information**

**SECTION I**

**Bylaws**

ARTICLE I

RESOLUTION \*

Whereas The Premonstratensian Fathers of De Pere, Wisconsin, a corporation duly organized and existing under the laws of the State of Wisconsin for religious, educational, charitable, and eleemosynary purposes, is the owner and operator of St. Norbert College; and,

Whereas the Board of Directors of this corporation has in the past delegated to the Abbey Council of St. Norbert Abbey, the members of which are all clerics of the Norbertine Order, all of the authority and powers required for them, functioning as a St. Norbert College Board of Trustees, to manage and operate said College; and,

Whereas the Board of Directors of this corporation has determined that it is in the best interests of this corporation and of said College at this time to re-constitute the membership of said St. Norbert College Board of Trustees so as to provide for a predominantly lay membership thereof and to revise and restate its powers and authority; Now, therefore,

BE IT RESOLVED: That this corporation hereby delegates to a newly constituted St. Norbert College Board of Trustees, the initial members of which, hereby appointed, are Reverend I. M. Gosz, Reverend Timothy Reilley, Mrs. Mary Walter, Mr. Meyer Cohen, and Mr. E. L. Everson, all of the authority and powers which may be necessary or appropriate to the management, operation and control of St. Norbert College as an institution of higher learning; excepting only that said Board of Trustees shall not without prior approval of the Board of Directors of this corporation incur any financial obligations maturing more than one year from the date they are incurred; nor shall it incur financial obligations maturing one year or less from the date they are incurred in excess of an aggregate total amount of \$1,000,000.00:

BE IT FURTHER RESOLVED that said Board of Trustees as herein constituted shall have full power and authority to enact By-laws (and, from time to time, to

amend the same), pursuant to which By-laws the Board shall function and exercise its powers. Said By-laws shall prescribe the number of persons, not less than five nor more than eleven, which shall from time to time constitute the membership of said Board. Said By-laws shall further prescribe the qualifications for such membership and the procedure by which members and their successors in office shall be selected, appointed or removed from office and shall also prescribe their terms of office. Said By-laws as initially proposed by the Board of Trustees, and any amendments thereto, shall require the approval of the Board of Directors of this corporation before they shall become effective; said Board of Trustees shall keep written minutes and records of its proceedings which shall be made available upon request from time to time for review by the Board of Directors of this corporation.

BE IT RESOLVED: That the resolution adopted by this Board on August 18, 1966, relating to the establishment and to the powers and authority of the St. Norbert College Board of Trustees be and it hereby is amended to authorize said Board of Trustees to prescribe by its By-laws that the maximum number of persons who may constitute the membership of said Board of Trustees is forty-five (45), instead of eleven (11), as set forth in said resolution of August 18, 1966.

## ARTICLE II

### STATEMENT OF GOALS AND OBJECTIVES

It is a reality as well as a cliche that we live in a time of rapid change. Institutions no less than individuals seek to regain their bearings and chart a course for the present as well as the future by looking again to those values and purposes which traditionally are theirs. Merely to refer to the "Judeao-Christian heritage" of the college, however, or its "liberal arts tradition," significant as these are in the life of the institution, seems only to repeat those generalities of expression which have given rise to the phrase "catalog rhetoric."

Instead, St. Norbert College has enlisted the constituent groups of the St. Norbert community -- students, faculty, trustees, administrators, parents, and alumni -- in an effort to arrive at a consensual statement of those goals that should be most important for St. Norbert College in times such as these. The resulting statement of goals is twofold.

First, realizing that it will graduate its students into a world of flux and change, the college community has specified those qualities which it desires to produce in the student so that he may have the ability to come to grips with cultural change -- to confront, to shape, and to grow with the future. The college, therefore, commits itself to the personal, moral and intellectual development of its students.

In the personal sphere, the college will emphasize those activities which help students clarify and develop their own personal goals, achieve a sense of self-worth, gain a deeper level of self-understanding, and become open, honest and trusting in their relationships with others.

In the area of moral development, it is a commitment to Christian values that lies at the heart of St. Norbert College's reason for being. It is on the foundation of the college's heritage as a Catholic institution that students will be encouraged to clarify their own values and embrace their beliefs from personal conviction. The campus, like the pluralistic society in which we live, offers a laboratory for the testing and strengthening of human values.

In the intellectual realm, it is the goal of the college to make the student a self-educated person. It seeks to develop in the student the ability to synthesize knowledge from various sources, and to train the student in methods of scholarly inquiry. Frequently, he will be working independently, making his own choices and decisions with the help and guidance of his teachers -- not at their dictation. In the end he should have learned that the methods and data necessary to the solution of problems vary with the nature of the problem and sometimes must be newly-invented

when the problem is too different from the familiar ones. He should also have gained confidence in his ability to work in this way.

Second, in support of these goals, St. Norbert College commits itself to maintaining an environment in which such developmental changes can take place and will be fostered. The college proposes to provide for a community rooted in Christian ideals and faithful to the continually-evolving Norbertine experience.

Such a community should be characterized by open communication among its members, all of whom share the responsibility for creating an atmosphere of mutual respect and trust among all elements on the campus. A key feature of this co-responsibility is a system of campus governance which is genuinely responsive to the concerns of all.

St. Norbert College recognizes its responsibility to provide as rich an aesthetic and intellectual stimulation as possible, drawing from outside the college as well as from within.

Finally, St. Norbert College commits itself to operate efficiently, offering quality academic programs within a curriculum which makes the best use of its human and financial resources.

This, then, is liberal education as St. Norbert College sees it. In its fundamental approach its basic goal is perhaps not too different from what it has always been -- to perfect man in his intellectual and moral dimensions. These simple consensual statements of what we are striving to become at St. Norbert College are an explicit definition of this basic goal. They will be reviewed periodically to insure that they will remain guides for action in a society that is likely to continue to change.

ARTICLE III  
BOARD OF TRUSTEES

Section 1

A. Name

The governing power shall be vested in a Board which shall be known as the Board of Trustees of St. Norbert College.

Section 2

A. Members

The Board shall be comprised of thirty (30) members in addition to the Order members which may be appointed under Subsection B of this Section.

B. Order Members

Not less than five (5) nor more than seven (7) members of the Board shall be appointed by the Abbot of St. Norbert Abbey from the members of the religious order of the Premonstratensian Fathers; but no members so appointed shall be faculty members or administrative officers of the College. The length of the term of the Order members shall be determined by the Abbot.

C. Non-order Members

All of the other members of the Board shall be appointed by the Abbot following nomination by a majority vote of the members present at a regular meeting of the Board. Each shall be appointed for a term of five (5) years or until his successor has been appointed.

D. Removal

A member may be removed by a two-thirds vote of all the members of the Board.

E. Vacancies

Vacancies shall be filled in the same manner as original appointments are made.

F. Expenses

Members of the Board shall serve without pay or other compensation, but shall be reimbursed for expenses incurred in the performance of their duties.

Section 3

A. Powers

The Board shall have full authority to determine all policies governing St. Norbert College. It shall have the authority to do anything which it deems necessary and desirable in the proper management, control and regulation of the College and its property, papers, personnel, program and policies. It shall enact rules and policies for the direction and guidance of each part of the College community. It may at any time and for either a definite or indefinite period, delegate any of its powers to such individuals, body, or department as it deems necessary for the more efficient fulfillment of its powers.

The powers of the Board shall include, but shall not be limited to the following:

1. Selection of a President of the College, subject to the approval of the Abbot.
2. Granting of Degrees.
3. Selection, with the advice and assistance of the President, of members of the Board of Administration.
4. Enactment of such rules and regulations pertaining to the faculty, curriculum and establishment or deletion of new majors or academic programs as the Board may from time to time determine.
5. Determination of all financial matters subject only to the resolution of the Board of Directors of the Premonstratensian Fathers of August 18, 1966.
6. To accept or refuse conditional gifts, grants or other bequests made to the College.

Section 4

A. Meetings

The Board shall conduct regular meetings at such time and place as it may determine. The Chairman of the Board may, and he shall if requested in writing by five (5) members of the Board convene a special meeting of the Board by giving each member at least four (4) days notice therefor in writing. The call for a special meeting shall specify the purpose thereof, and no other business shall be transacted. Written notice of all regular meetings of the Board shall be mailed to each member thereof at least ten (10) days before the date of such meeting.

B. Quorum

A majority of the members of the Board shall constitute a quorum for any meeting.

Section 5

A. Executive Committee

At a meeting of the Board of Trustees to be held after the date of approval by the Board of Directors of the Premonstratensian Fathers of the amendment to the By-laws creating this Subsection A, but before May 1, 1971, the Board of Trustees shall elect from its members an Executive Committee consisting of nine members who shall hold such offices until their successors are elected and qualified as hereinafter provided. Three (3) of said members shall be elected from the Order members of the Board and six (6) of said members shall be elected from the non-Order members of the Board. The term of office of a member of the Executive Committee shall normally be for three (3) years from the date of election; except that both the three (3) Order members and the six (6) non-Order members first elected to the Executive Committee shall by lot or agreement determine that the initial term of office of one-third of the members of each of these categories shall expire upon the election of their successors to be held at the first meeting of the Board of Trustees after May 1, 1972; the terms of another one-third shall expire at the first Board meeting to be held after May 1, 1973; and the terms of the remaining one-third shall expire at the first Board meeting to be held after May 1, 1974. Commencing with the first meeting of the Board after May 1, 1972, one Order member and two non-Order members shall be elected to the Executive Committee annually so as to provide for continuity of experienced members on the Executive Committee at all times.

The Executive Committee shall at all times between meetings of the Board of Trustees have the authority to and shall exercise all of the powers of the Board as a whole.

The Executive Committee shall hold regular monthly meetings at such times and places as it shall determine, and may provide for special meetings to be held under such conditions as it shall deem appropriate. A majority of the members of the Committee shall constitute a quorum at all meetings of the Committee.

A member of the Executive Committee may be removed from such office by a two-thirds vote of the members of the Board of Trustees at any regular meeting thereof.

B. Officers

At its first meeting after May 1 in each year the Executive Committee of the Board shall elect from its members the following officers, each for a term of one (1) year: a Chairman, a Vice-Chairman, and a Secretary.

C. Chairman

The Chairman shall be the principal officer of the Board. He shall preside at all meetings of the Board and of the Executive Committee, sign diplomas for degrees awarded by the Board, and shall perform such duties which may be designated by the By-laws or which may from time to time be assigned to him by the Board.

D. Vice-Chairman

The Vice-Chairman shall in the absence of the Chairman for any cause perform the duties of the Chairman, and when so acting shall have the powers of and be subject to all the restrictions upon the Chairman.

E. Secretary

The Secretary shall serve as recording secretary of the Board and of the Executive Committee; he shall record the minutes of all meetings, notify the members of the agenda in advance of the meetings, issue notices of meetings and such other notices as may be required, attest all documents requiring such attestation, and perform such other duties as shall be prescribed by the Board.

## ARTICLE IV

### CHANCELLOR

#### Section 1

The Board of Trustees may in its discretion, appoint a Chancellor, whose appointment shall be subject to approval by the Abbot, and who shall hold such office at the pleasure of the Board of Trustees. The Chancellor shall be a consultative and advisory officer of the College.

#### Section 2

The Chancellor shall hold himself available upon their request to counsel and advise with the Board of Trustees and the Board of Administration in respect to any matters which may affect the welfare of the College. It is desirable that he establish and maintain close consultative liaison with the President in order to promote public appreciation and acceptance of the College, and to enlist financial support for its activities.

#### Section 3

The Chancellor, in the conduct of his office, shall be responsible only to the Board of Trustees, and shall perform such additional duties as may be from time to time assigned to him by the Board of Trustees.

ARTICLE V

PRESIDENT

Section 1

The chief executive and administrative officer of St. Norbert College shall be the President, appointed by the Board of Trustees of St. Norbert College, subject to the approval of the Abbot, who shall be responsible for the operation and development of the institution as a whole and for each of its parts.

Section 2

Tenure of office of the President shall be for an unspecified period of time, subject to termination by the Board of Trustees.

Section 3

While ultimate authority for operation and development of the College lies with the Board of Trustees, the executive and administrative responsibility with commensurate authority for carrying out the policies and directions of the Board of Trustees is vested in the President.

Section 4

The President, as the chief executive officer, shall delegate to the members of the Board of Administration responsibility for the operation of educational, business, personnel, and development functions of the college, reserving for himself the primary responsibility for unified and executive direction.

Section 5

The President may delegate to an Administrative Vice-President full authority to act as his counterpart in the executive direction of the college, excepting in major fiscal matters and other areas which he specifically reserves to himself.

Section 6

The President shall be the Chairman of the Board of Administration, composed of the Administrative Vice-President, the Dean of the College, the Business Manager, the Dean of Student Life, and the Vice-President for College Development.

Section 7

The President shall have authority except as otherwise provided in these By-laws to appoint, define duties of, and fix compensation of officers, members of the faculty, and other employees of the College, and to terminate all such employment in accordance with the College's rules of tenure.

Section 8

The President shall prepare, in consultation with members of the Board of Administration, and submit a proposed annual budget to the Board of Trustees and shall be responsible for the administration of the approved budget.

Section 9

The President shall submit for approval to the Board of Trustees major fund raising programs and building plans not included in the already approved annual budget.

Section 10

The President shall make an annual report on financial and other conditions of the College to the Board of Trustees.

ARTICLE VI  
ADMINISTRATIVE ADVISORY COUNCIL

Section 1

The Board of Trustees with the advice and assistance of the President, shall appoint an Administrative Advisory Council who shall act as advisers to the President in the immediate problems of College administration.

Section 2

The members of the Administrative Advisory Council shall be the President, the Dean of the College, Vice-President for Business & Finance, the Dean of Student Life and the Vice President for College Development.

Section 3

The members of the Administrative Advisory Council for educational, fiscal, student affairs, and public relations responsibilities shall in turn delegate selected responsibilities with commensurate authority to their subordinates.

Section 4

The Administrative Advisory Council shall meet as often as convoked by the President, at least once a month during an academic semester.

## ARTICLE VIII

### DEAN OF THE COLLEGE

#### Section 1

The Dean of the College shall be appointed by the Board of Trustees with the advice and assistance of the President of the College.

#### Section 2

The general responsibilities of the Dean of the College shall be:

- a) To serve as the representative of the President in the academic area, especially in the areas of faculty, curriculum, library, admissions, and academic records.
- b) To lead in recruiting and developing staff members in the academic area, especially faculty members.
- c) To develop and submit to the President the budget for the academic areas.

#### Section 3

Specific responsibilities of the Dean of the College shall be:

- a) To make recommendations to the President on the hiring, dismissal, salaries, rank, promotions, tenure grants, and sabbatical leaves of faculty members.
- b) To recommend to the President the appointment of divisional chairmen.
- c) To supervise the divisional and general education curricula, and any other curricula or courses offered by the College.
- d) To admit the quality and number of students appropriate to the goals of the College, subject to the concurrence of the President.
- e) To oversee the work of the Registrar of the College.
- f) To oversee the work of the Librarian of the College.
- g) To undertake such other special duties or functions as the President of the College may appropriately assign to him from time to time.

ARTICLE IX  
VICE PRESIDENT FOR BUSINESS AND FINANCE

Section 1

The Vice President for Business and Finance shall be appointed by the Board of Trustees with the advice and assistance of the President of the College.

Section 2

The general responsibilities of the Vice President for Business and Finance shall be:

- a) To serve as the representative of the President in the business area, to include the accounting system, fee collection, finance committee, control of cash and securities, payroll, coordination of the annual budget, insurance reports, financial aspects of constructions, government grants and loans.
- b) To lead in recruiting and developing non-academic staff other than administrative staff.
- c) To develop and submit to the President the budget for the income of the College and the expenses for the general institutional, auxiliary enterprises and athletics areas.

Section 3

Specific responsibilities of the Vice President for Business and Finance shall be:

- a) To make recommendations to the President on the hiring and dismissal of staff members who are in the Vice President for Business and Finance's area of administration, and likewise to propose salaries and related benefits.
- b) To oversee the work of the Superintendent of Buildings and Grounds; and directors of the Auxiliary Enterprises.

- c) To consult with the College Finance Committee on matters which involve finance, either of a current operating or a capital expense nature.
- d) To prepare such other special reports, and to undertake such other duties or functions as the President of the College may appropriately assign to him from time to time.

ARTICLE X  
DEAN OF STUDENT LIFE

Section 1

The Dean of Student Life shall be appointed by the Board of Trustees with the advice and assistance of the President of the College.

Section 2

The general responsibilities of the Dean of Student Life shall be:

- a) To serve as the representative of the President in the area of student life and activities.
- b) To lead in recruiting and developing non-academic staff members as they relate to this area.
- c) To develop and submit to the President the annual budget for the Office of Student Life.

Section 3

Specific responsibilities of the Dean of Student Life shall be:

- a) To make recommendations to the President on the hiring and dismissal of staff members who are in the Dean of Student Life's area of administration.
- b) To coordinate the activities of the Associate Dean of Student Life, the Union Director, and the Director of the Center for Student Life.
- c) To assist in the continuous improvement of the cultural environment of the college community.
- d) To undertake such other special duties or functions as the President of the College may appropriately assign to him from time to time.

## ARTICLE XI

### VICE-PRESIDENT FOR COLLEGE DEVELOPMENT

#### Section 1

The Vice-President for College Development shall be appointed by the Board of Trustees with the advice and assistance of the President of the College.

#### Section 2

The Vice-President for College Development shall report directly to the President of the College.

#### Section 3

The general responsibilities of the Vice-President for College Development are:

- a) To serve as representative of the President in College relations with various constituencies of the institution in the areas of development, public relations and alumni association.
- b) To enhance the external and internal image of the College through the news media and publications.
- c) To promote the interests of the College with foundations, government, business and industry.
- d) To develop and submit to the President the budget for all departments supervised.

#### Section 4

Specific responsibilities of the Vice-President for College Development are:

- a) To make recommendations to the President on the hiring and dismissal of staff members who are in the area of Vice-President for College Development administration, and likewise to propose salaries and related benefits.
- b) To supervise the areas of development, public relations, alumni, news services, and publications.

## ARTICLE XII FACULTY

### Section 1

In this article a member of the Faculty shall be a person who is appointed by the President of the College and who is primarily concerned with teaching and kindred academic matters.

### Section 2

The Faculty in formal session shall:

- a) Proceed according to the Faculty Constitution.
- b) Be led by a Chairman chosen from and by the Faculty, his function to be specified by the Faculty Constitution.
- c) Address itself to all matters which bear directly or indirectly on educational policies, procedures, and facilities.
- d) Take precedence over all committees in the College as a consultative body to the President.

### Section 3

- a) Committees to be constituted by the Faculty shall be created in accordance with the Faculty Constitution.
- b) Committees other than those created by the Faculty Constitution shall be appointed by the President to act as consultative bodies to specified members of the Administrative Advisory Council and the President. The number of members appointed to these Committees by the Faculty shall be recognized in accordance with the Faculty Constitution.

### Section 4

The Administration shall furnish data requested by the Faculty in order to carry out the functions specified in Section 2c.

### Section 5

The time, place, agenda, and minutes for all meetings of the Faculty shall be promulgated to the President, the Faculty, major Administrative Officers, the Board of Trustees, and the President of the Student Government Association.

Section 6

The Faculty shall present its recommendations to the Board of Administration through the appropriate Administrative Officer. The Faculty shall be informed of the action taken on the recommendation and the supporting reasons for that action.

**SECTION II**

**Faculty Policy**

## ARTICLE I

### ACADEMIC FREEDOM

The College adopts and establishes as the guiding principles of its own policy on academic freedom the 1940 Statement of Principles on Academic Freedom and Tenure of the AAUP. (See Academic Freedom and Tenure, A Handbook of AAUP, Louis Joughin, Ed. University of Wisconsin Press - 1967, p. 33-36)

## ARTICLE II

### FACULTY RESPONSIBILITIES

1. The faculty has primary responsibility for such areas as curriculum, the matter and methods of instruction, research, faculty status, those aspects of student life which relate to the educational process, requirements for the degrees offered by the college, determination of when the requirements have been met, and recommending to the President and Board of Trustees the granting of degrees thus achieved. This responsibility is subject only to the final authority vested in the Board of Trustees or delegated by it to the President of the College as set forth in Article III, Section 3, and Article VI of the By-Laws of St. Norbert College.

2. The College adopts and establishes as guiding principles of its own policy the 1965 Statement on Professional Ethics of the AAUP. (See Academic Freedom and Tenure, A Handbook of AAUP, Louis Joughin, Ed. University of Wisconsin Press - 1967, p. 87-89)

3. An important premise supporting the educational program at St. Norbert College is that education involves more than the classroom experience, which is only one of several ways a student may achieve intellectual and cultural growth. Faculty members are required, therefore, to devote time over and above that spent in the classroom to such other processes of learning as research, other scholarly responsibilities, helping in the academic advising of students and serving on committees.

4. The College also subscribes to the principles enunciated in the Joint Statement on the Rights and Freedoms of Students and expects each member of the faculty to be cognizant especially of sections II and III of this document on student rights in the classroom and student records and to follow the guidelines set down therein in his own relations with the students in and out of the classroom. These sections are reprinted in section IV of this Handbook.

5. The faculty member, by signing a contract with St. Norbert College, agrees to abide by all current procedures, regulations, and rules of the College.

## ARTICLE III

### CONTRACTS AND NOTICE OF NON-RENEWAL.

1. A contract to teach at St. Norbert College shall be a written agreement between the faculty member and the President of the College, who represents the Board of Trustees. The final terms of the contract will be decided by the President of the College after consultation with the Dean of the College who in turn will have consulted the divisional chairman.

Initial contracts and contracts with non-tenured members of the faculty will ordinarily be for a single academic year. Although by definition a contract is not required for tenured members of the faculty, a continuing contract may be offered if the Administration chooses. Contracts for faculty members shall cover the regular academic year. Contracts for the summer term shall be separate agreements.

New and continuing contracts will be offered on February 1 and must be returned, signed or unsigned, by March 1. Summer term contracts will be offered by December 1 and will be returned by January 1. Any faculty member who does not return his contract or come to a mutually acceptable alternative agreement with the President of the College by the dates stipulated will be presumed to have resigned.

2. Notice of non-reappointment of a non-tenured member of the faculty, or of intention not to recommend a reappointment, will be given in writing to the faculty member according to the following schedule:

a. Not later than February 1 of the first academic year of service if the appointment expires at the end of that year, or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.

b. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year.

c. At least ten months before the expiration of an appointment after two or more years in the institution.

A faculty member intending to terminate his association with the College should do so in writing to the Chairman of his Division and the Dean of the College by January 1 of his final academic year at the institution.

3. If the teaching performance of a faculty member who has been offered a continuing contract has been unsatisfactory in some important respects he must be informed of this in writing at the

time he is offered his contract. When this occurs the Dean of the College and the Divisional Chairman of the faculty member must consult with him concerning the reasons and counsel him on ways in which he can improve. If the dissatisfaction is of serious enough nature to warrant possible non-reappointment at some future date, this fact should be brought out in the notification and the counseling.

## Article IV

### Promotions

The following provisions are intended to assure St. Norbert College of the services of a strong and effective faculty. They apply only to those with full-time faculty contracts and Norbertines who are teaching full time without contracts, and describe general policies which shall govern administrative practice. The President of the College may make exceptions to these policies when strict implementation of any provision might produce a result contrary to its purpose. Such exceptions will be made only after consultation with the Faculty Personnel Committee and with the Dean of the College.

1. Beyond determining eligibility for promotion, time in rank shall not be used as a criterion for evaluation.

The minimum number of years to be served by a faculty member in each rank at St. Norbert College, or in another institution of higher learning, as a full-time faculty member before being advanced in rank shall ordinarily be:

a. Five years as instructor before being promoted to assistant professor; except that no instructor may be promoted to assistant professor who has not completed two years of full-time service at St. Norbert College.

b. Seven years as assistant professor before being promoted to associate professor; except that no assistant professor may be promoted to associate professor who has not completed two years of full-time service at St. Norbert College.

c. Nine years as associate professor before being promoted to professor; except that no associate professor may be promoted to professor who has not completed three years of full-time service at St. Norbert College.

2. The process of promotion may be initiated by the chairman of the Division or by a faculty member desiring promotion who shall submit his application for promotion to the Dean of the College through his Divisional Chairman. The chairman shall, in turn, authenticate the faculty member's eligibility for promotion and add a letter of evaluation before submitting it to the Dean. The Dean of the College will transmit this recommendation and all pertinent documents, including those prepared by the candidate in support of his own promotion, (e.g., curriculum vitae, letters from colleagues, evidence of teaching effectiveness, including general evaluations of his courses and methods by students and alumni) to the Faculty Personnel Committee. With the candidate's permission there should also be included with these documents a report of all counseling rendered the faculty member during his probationary period if such counseling has occurred. The Committee will consider the application and make appropriate recommendations in each case to the Dean of the College, who will forward them to the President of the College for final action. Promotions to Professor must also be approved by the Board of Trustees.

3. Criteria are established for each promotion level and a stricter application of criteria will be made by the Faculty Personnel Committee when considering promotion to the ranks of associate and full professor. Additional data for evaluation of an applicant's promotability on these criteria may be gathered by the Faculty Personnel Committee using procedures developed by that committee and approved by the Faculty. The following sources may be considered:

the applicant

the Dean of the College

the applicant's Divisional Chairman

colleagues, including those teaching in the same discipline

students

alumni

a. Promotion from the rank of Instructor to Assistant Professor will result from significant achievement in each of the following areas:

- (1) Teaching Effectiveness and Classroom Performance -- accomplishments as a teacher;
- (2) Advisement and Counseling of Students
- (3) Academic Preparation -- professional academic training; earned degrees; subsequent academic achievement.

b. Promotion from the rank of Assistant Professor to the rank of Associate Professor will result from significant achievement in each of the following five areas: a(1), a(2), and a(3), and:

- (1) Collegial Performance -- performance as a committee member; support of the general intellectual climate of the college; library support; etc.
- (2) Professional Performance and Production -- publication of appropriate types of material according to one's field; lectures and/or presentations appropriate to one's field; panel or workshop principal; membership and participation in scholarly and professional associations; holding office in professional, scholarly, or academic associations.

c. Promotion from the rank of Associate Professor to the rank of Professor will result from significant achievement in each of the following areas: a(1), a(2); a(3), b(1), b(2), and

- (1) Enriching Experience -- i.e., all those experiences such as institutes, workshops, additional classroom courses or other forms of further education such as post-doctoral fellowships; travel and complementary experiences in the Peace Corps, foundations, expeditions or special field work, etc."

4. Applications for promotion, together with all supporting documents, shall ordinarily be in the hands of the Dean of the College by October 30. Recommendations of the Faculty Personnel Committee shall be reported to the Dean of the College by January 15, so that they may be reflected in the contracts issued on February 1. Each recommendation should be presented to the Dean with supporting reasons. In presenting such reasons the committee should take proper care not to violate the confidences entrusted to it in the course of its deliberations.

5. The Dean shall transmit these data to the President who shall take action. The President shall notify the candidate of his decision. In the event of a negative decision and on request of the faculty member the President shall give whatever explanations he deems concordant with the confidential nature of the material submitted and the right of the faculty member to know. In the event that the President does not agree with the committee's recommendation he shall confer with the committee, indicating the reasons for his disagreement, before notification is given to the faculty member.

6. Faculty members who believe that their requests for promotion and/or tenure have been given inadequate consideration by the Faculty Personnel Committee are entitled to review by the Faculty Review Committee. The primary functions of the Review Committee are as follows:

a. To determine whether the decision of the Faculty Personnel Committee was the result of adequate consideration in terms of the relevant standards of the institution, with the understanding that the Review Committee should not substitute its judgment on the merits for that of the Faculty Personnel Committee.

b. To request reconsideration by the Faculty Personnel Committee when the committee believes that adequate consideration was not given to the faculty member's qualifications. (In such instances, the committee should indicate the respects in which it believes the consideration may have been inadequate.)

c. To provide copies of its report and recommendations to the faculty member, the Faculty Personnel Committee, and to the President. (See "Procedural Standards in the Renewal or Nonrenewal of Faculty Appointments" in AAUP Bulletin, Spring 1970, p.25, #6). The membership of the Faculty Review Committee shall consist of three members of the faculty who have tenure and are elected at large. No Divisional Chairman or administrative officer shall serve on the committee.

## ARTICLE V

### PERMANENT TENURE

The trustees and the faculty of St. Norbert College have accepted the following principles as general guidelines governing the award of tenure at St. Norbert College:

First, every college needs appointment policies which will permit it to bring new members into its faculty with regularity.

Second, this flexibility can and should be maintained through the raising of standards for the award of tenure rather than through the imposition of a quota system.

1. Permanent tenure shall be granted only upon approval of the Board of Trustees and only to the following:

a. To full-time teaching members of the faculty with the rank of Assistant Professor or higher:

(1) No sooner than at the beginning of the fourth year of full-time service at St. Norbert College, or, in the case of a faculty member coming to St. Norbert College from a position of tenure at his previous college, no sooner than at the beginning of the second year of full-time service.

(2) No later than at the beginning of the eighth year of full-time service at St. Norbert College, or no later than at the beginning of the fifth year of full-time service in the case of faculty members with a total of four or more years of full-time service at other colleges and universities.

2. Applications for permanent tenure will follow the same procedures as applications for promotion except that applications for permanent tenure may be made without the restrictions as to date set forth in IV, 4. above.

3. When a decision has been reached not to award permanent tenure to a faculty member, he will be notified at least one year before the expiration of his current appointment. If such advance notice is not given, the faculty member will be given an additional one-year terminal appointment to follow his current appointment. Such a terminal appointment may follow his full non-tenure period of service.

4. A faculty member to whom the Board of Trustees has granted permanent tenure will -- unless he resigns -- be retained on the faculty until he reaches retirement age or is dismissed for cause -- cause to be interpreted as an extraordinary financial exigency of the College, or "unfitness to teach because of incompetence, lack of scholarly objectivity or integrity, serious misuse of the classroom or of academic prestige, gross personal misconduct, or conscious participation in conspiracy against the government."

5. In cases of dismissal for cause, the procedures set forth in the 1958 Statement on Procedural Standards in Faculty Dismissal Proceedings of the AAUP shall be followed. (See Academic Freedom and Tenure, A Handbook of AAUP, Louis Joughin, Ed. University of Wisconsin Press - 1967, p. 40-45.

## ARTICLE VI

### FACULTY PERSONNEL COMMITTEE

The committee shall consist of seven members: six faculty members elected by the Faculty, and the Dean of the College as an ex-officio member. The slate of elected members shall be retired in the following manner: two the first year, two the second year, and two the third year. Thereafter members shall be elected for three-year terms to fill the offices vacated. Each year the committee shall select its chairman from among the six elected members.

The committee passes on the promotion and tenure of faculty members according to the policies and procedural methods outlined in Articles IV and V of the Faculty Policy Statement. The committee also acts on cases of termination for cause. When the committee is so acting, the Dean does not function as a member of the committee. Its functions, however, will not be limited to the above.

## ARTICLE VII

### DIVISIONAL CHAIRMAN

Divisional Chairmen are appointed by the President of the College on the recommendation of the Dean of the College and after

consultation with members of the division. The Chairman of the Division is responsible to the Dean of the College for its policy and conduct. He shall act as spokesman for the division in its relations with the Dean of the College and with the other divisions. He shall make recommendations to the Dean of the College with regard to staff and promotions. He shall call and preside over divisional meetings. He shall be responsible for preparing a divisional budget, for approving expenditures, for recruiting and evaluating faculty, for developing grant proposals, for assignment of courses, for arrangement of class schedules, for divisional advisement and for other administrative matters that may be appropriately assigned to his jurisdiction.

## ARTICLE VIII

### OFFICIAL LEAVES OF ABSENCE

#### 1. Sabbatical Leaves.

a. Sabbatical leaves are intended to promote the professional growth and effectiveness of a faculty member by affording him intellectual stimulation in the form of study, research, travel, or other creative intellectual activity. Although supplementary fellowships and grants may be accepted by a faculty member on sabbatical leave, remunerative employment is permitted only with the approval of the President of the College and the Dean of the College.

b. Sabbatical leaves are not granted automatically. They are granted upon application and on the basis of an approved program of activity. A faculty member who has completed six academic years at St. Norbert College on full-time appointment will be eligible for sabbatical leave. Additional sabbatical leaves may be awarded upon completion of six additional academic years at St. Norbert College. Every eligible faculty member is encouraged to apply for sabbatical leave as soon as possible after he becomes eligible.

c. Sabbatical leaves for one semester shall be at full salary, including usual fringe benefits. Sabbatical leaves for one year shall be at half salary, including usual fringe benefits.

d. A faculty member who meets all requirements for promotion and tenure and who is on sabbatical leave is eligible for promotion and/or tenure.

#### 2. Non Sabbatical Leaves.

a. Leaves without salary may be granted for approved purposes, but not until after three years of full-time service at St. Norbert College and ordinarily not for more than one year.

b. Time spent on non-sabbatical leaves will not count toward eligibility for promotion, sabbatical leaves, or tenure.

c. A faculty member on non-sabbatical leave will be given usual consideration for advancement in rank and salary.

3. Procedure for Obtaining Leaves.

a. Applications for all leaves shall be submitted to the Dean of the College by October 30 of the year preceding the proposed leave.

b. All applications for leaves of any type must include a program of proposed activities.

c. After consulting the chairman of the appropriate division and the Faculty Personnel Committee, the Dean of the College will make a recommendation to the President of the College. Leaves will be granted by the Board of Trustees upon recommendation of the President of the College.

d. The faculty member shall submit a written report to the Dean of the College after completion of any leave.

## ARTICLE IX

### RETIREMENT PROGRAM

1. Retirement Age.

Except as provided in Extension of Service, every member of the St. Norbert College faculty shall retire at the end of the academic year in which he attains the age of 65, i.e. normal retirement age.

2. Extension of Service.

By special vote of the Board of Trustees, extensions of service beyond normal retirement age may be made for definite periods not to exceed one year, but no extensions shall postpone retirement beyond the end of the academic year in which age 70 is attained.

3. All full-time faculty members are eligible for the retirement program of the Teachers Insurance and Annuity Association and the College Retirement Equities Fund immediately upon beginning service at St. Norbert College. The program is optional to the faculty member at all times.

The College's present contribution to the retirement program is 9% of the yearly contract; the faculty member's contribution will be 5% of the yearly contract.

4. The College participates in the Federal Social Security Program.

## ARTICLE X

### FRINGE BENEFITS

Group life, Medical, and Income Protection Insurance and Workmens Compensation are available for full-time faculty members.

Complete details of these programs are available in the Business Office.

## ARTICLE XI

### FACULTY IMPROVEMENT GRANTS

To provide grants, from time to time, for exceptionally qualified members of the faculty to help them advance their training, the Executive Committee of the Board of Trustees, acting on the recommendation of the Faculty Personnel Committee and the President of the College, is empowered to assign monies from the Faculty Improvement Fund, subject to the following conditions:

It is understood that in accepting such a grant the faculty member will return to St. Norbert College upon completion of his work to resume a teaching assignment. In the event that the faculty member decides not to return to St. Norbert College he will refund to the College the total sum of the grant. In the event that the faculty member does return to the College but fails to remain for five years following his return, it is understood that he will return to the College one-fifth of the total of the grant for each year of the five for which he does not remain.

## ARTICLE XII

### FREE TUITION BENEFITS

1. For dependents, children and spouses of full-time faculty members who attend St. Norbert College as full-time students the College will waive only those tuition costs not covered by the Wisconsin State Tuition Grant. Dependents, children and spouses of full-time faculty members may take courses for credit or audit on a part-time basis without payment of tuition.

2. If a full-time faculty member dies, his spouse and children shall remain eligible for free tuition benefits. If the spouse remarries she will no longer be eligible for benefits; however, the children of the deceased faculty member will continue to be eligible for free tuition benefits.

## **ARTICLE XIII**

### **ATTENDANCE AT PROFESSIONAL CONVENTIONS**

Each full-time faculty member shall be entitled to attend one professional convention a year at College expense provided this has been included in the annual divisional budget request.

**SECTION III**

**Academic Regulations**

## Academic Information

### I. COURSE SYSTEM

St. Norbert has a course system rather than a semester hour credit system. Under this system all courses are of equal value academically. There are no half-courses or quarter-courses. For graduation each student must submit 32 successfully passed courses.

### II. CLASS SCHEDULES

A primary purpose of the course system is that academic credit for courses be measured in terms of educational objectives rather than in terms of number of class meetings per week. To allow faculty members the maximum possible flexibility in planning patterns of class meetings, the Registrar has developed a schedule that allows at least four 50-minute periods per week. For those instructors who so desire, the schedule makes possible the use of periods of 100 and 150 minutes in combination with 50-minute periods. Each instructor will request the sequence that best fits his teaching needs. He is free to use the periods within the sequence assigned to him for a course as he judges proper, using all of them or some of them or none of them from week to week as he wishes.

### III. SUMMER SCHOOL AT OTHER INSTITUTIONS

The number of summer session courses transferable from other institutions that may be counted in the 32 required for graduation from St. Norbert College is limited to four.

### IV. COURSE LOAD

A normal course load for a full-time student is four courses per semester. No student may take more than four courses in any given semester except by written permission of the Dean of the College. The only exception to this will be those students registered in one continuing course. A continuing course is one that must be taken for two full semesters to receive one course credit. Required physical education for freshmen does not count as a course.

### V. GRADING SYSTEM

The grading system is one of A, B, C, or no credit only. Only grades of A, B, C, or S are recorded on the permanent transcript of the student. On the student's semester grade report, however, grades of A, B, C, U, Ct, Def, Inc, and W will be indicated.

## VI. INCOMPLETE AND DEFERRED GRADES

The designation, "incomplete", is used when a student has not completed some work or the final examination for a serious reason beyond his control. The work must be completed and a grade received by the Registrar within five weeks of the beginning of the following semester or the "incomplete" will automatically become a "failure".

The designation, "deferred", is given to a whole class or part of a class when it has been impossible for the teacher to arrange for the completion of necessary work prior to the deadline for the assignment of grades. The deferment of grades should occur only rarely and for very serious and unavoidable causes.

## VII. CHANGE OF GRADES

Grades become final upon receipt in the Registrar's Office and may not be changed thereafter unless a clerical error was made in recording the grade originally.

## VIII. WITHDRAWAL FROM CLASS

A student may withdraw from a course at any time provided that he notifies the instructor and the Registrar of his intent. A course from which a student withdraws or which he does not complete satisfactorily will not be listed on his permanent record.

## IX. REASONABLE PROGRESS TOWARD A DEGREE

On the assumption that the average full-time student can and does ordinarily finish a baccalaureate program in four years but that some deviation in either direction from this norm should be expected in the case of students who are more or less competent than the average, the following criteria will be used in considering whether or not a student is making reasonable progress toward a degree: students must satisfactorily complete at least 6 courses by the end of the freshman year, 13 courses by the end of the sophomore year, 20 courses by the end of the junior year, 28 courses by the end of the senior year, 32 courses by the end of the 9th semester. Students who fail to meet this requirement will have their cases referred to the Dean of the College for action, which may take the form of either warning or dismissal.

## X. CLASS ATTENDANCE

Except for the rules regarding students on the Dean's List, the policy on absences from class will be determined by each teacher for his own classes. The teacher will clearly explain his policy in the first class of each term. It is presumed that all teachers will exercise prudence and justice in the application of sanctions. A uniform policy for all sections of multiple section courses is recommended. Instructors should report to the Director of Student Affairs any excessive number of absences which, in the opinion of the instructor, are affecting the student's work.

When a student presents an excuse issued by the Dean of Student Life for participation in a college activity, the teacher should accept the absence as excused and treat it as he would any excused absence according to the policy for his class which he will have announced at the beginning of the term.

## XI. DEAN'S LIST STUDENTS

Students who attain a 3.50 grade point average in the previous report period earn a place on the Dean's List. This gives them the privilege of being absent from class without excuse, except on days of compulsory attendance specified by an instructor because of tests, special assignment or other reason. Army regulations forbid the extension of this privilege to ROTC classes or drills.

## XII. NEW COURSES

New courses must be approved by the Dean of the College before being listed on the Schedule of Courses and being offered for credit.

## XIII. CHANGE OF COURSE OR EXAMINATION TIMES

No change shall be made in the hours scheduled for any course or final examination without the approval of the Registrar or the Dean of the College.

## XIV. A student may effect a class section change during the first two weeks of the semester by presenting a Change of Schedule form to the Registrar's Office with the signatures of the instructors of the sections from which and into which he is changing.

To change courses (allowed only during the first two weeks of the semester) the student must present to the Registrar's Office a Change of Schedule form with the signatures of his advisor and of the instructors of the courses from which and into which he is changing.

XV. NEW MAJOR PROGRAMS

Matters involving the establishment of major programs must be submitted for final approval to the Faculty in session.

XVI. ABSENCE FROM CLASS

Any teacher who for any reason cannot meet a class should inform the Chairman of his Division.

XVII. ABSENCE FROM CITY

Any faculty member whose absence from the city will involve absence from scheduled duties at the College should inform the Dean of the College of his trip.

XVIII. OUTSIDE EMPLOYMENT

Full-time members of the faculty are asked to consult with the Dean of the College before accepting employment outside the College during the academic year.

XIX. ATTENDANCE AT ACADEMIC OCCASIONS

Except when excused by the President of the College every faculty member shall attend Commencement exercises and other official occasions that may be stipulated by the President of the College from time to time. Academic costume must be worn by members of the faculty at these occasions when such dress is appropriate.

## Independent Study

The academic program at St. Norbert is designed to provide maximum flexibility of opportunity to students for meeting their educational goals. An important aspect of the academic program is approved independent study under the supervision of a faculty member. There are two basic approaches to independent work by the student. The first is independent study of a course listed in the catalogue. The second is expansion of a student's study which goes beyond the content of regular courses listed in the catalogue.

Independent study of a listed course is limited to those students who have applied for the course on an individual basis and have the approval of an instructor from that academic area and the divisional chairman. The objectives and requirements of the independently taken course will be the same as those of the regularly offered course. Independent study in a course offered in the catalogue may not ordinarily be taken during a term when the course is actually scheduled and available. The student taking courses on an independent basis will register for that course during the semester in which the work is done. All the requirements for the course must be completed in accordance with college regulations.

Independent study which extends beyond the scope of a course listed in the catalogue may take various forms. First, there is independent study on a special topic. Second, there may be a directed readings project or directed research. Finally, there may be a work-study program. The titles of the independent work may vary from one academic area to another. The requirements for these, however, are standard.

Students registering for independent work which is not part of an available course must secure approval in advance of registration from the supervising faculty member and the divisional chairman. In order to secure approval the student must submit a written proposal including a precis of what is to be accomplished in the course and how it is to be accomplished. This proposal should be developed with the assistance of the student's adviser or the supervising faculty member or both. The proposal should be prepared in sufficient numbers for copies to be kept on file with the adviser, faculty member, and divisional chairman. As would be required in any course, the student should submit to the instructor evidence of the work accomplished. This evidence should be sufficiently extensive to admit of a valid evaluation of the quantity and quality of what the student has accomplished in the course.

### Personal Majors

Individual students have the option of structuring a personal major program on a divisional or cross-divisional basis. The procedure to be followed in such cases is as follows:

In his sophomore year the student selects an adviser and together they structure the student's major program.

This program is submitted to the Dean of the College for approval. In case of doubt an appeal may be made to the Committee on Curriculum and Educational Policy.

Following are some examples of personal majors.

8/25/72

- 34 -

Proposal for a Personal Major  
in  
Ceramics and Film

Rationale

By pursuing a wide variety of courses in the liberal arts curriculum, by constantly re-evaluating my own talents, goals and ideas, and by examining practically and philosophically the world in which I live and work, I feel that I have put to good advantage the benefits afforded me at St. Norbert College. It is with this background in mind that I propose a course of study in which my personal ambitions and the integrity of my education will be most clearly defined and fulfilled. Having re-established an earlier interest in art, and having studied a variety of media, I have decided that ceramics is the most rewarding of these personally. An increased perception of the educational and aesthetic aspects of the motion picture arts has led me to want to learn what basic techniques and criticisms are available in this relatively new field in preparation for a post-graduate study of the media. Study in neither of these areas is offered at more than rudimentary levels at St. Norbert College and, therefore, with the help of my advisers, I have set up the sequence of courses which follows. These include:

- A. the aforementioned basic studies at the school,
- B. courses in other areas relative to my fields of pursuit,
- C. courses pursued from their own viewpoint thematically but altered to coincide with the media in which I will work,
- D. courses set up by the advisers according to my personal academic needs,
- E. supplementary courses at the University of Wisconsin-Green Bay,
- F. my core curriculum work.

Courses

Ceramics

- Ar 131 Drawing
- Ar 223 Ceramics
- Studio course at UWGB
- Ar 320 Intermediate Sculpture
- Ar 420 Advanced Sculpture
- Advanced studio course at UWGB
- Ar 225 Art Metal
- Ar 445 Multi-media Integration

Films

- CA 280 Basic Photography
- Film Criticism
- qualifications, criticism and reporting, style, content
- Independent Prod. I
- prod. planning, film stocks-processing and printing, lighting, problems of color, filters, editing
- Independent Prod. II
- lab procedures, script writing, sound recording, sound editing

Approved:

\_\_\_\_\_  
Student

\_\_\_\_\_  
Adviser

Date:

\_\_\_\_\_  
Dean of the College

Proposal for a Personal Major  
in  
Business Psychology

Rationale

The concern of this major program in Business Psychology is to trace the interaction between business and psychology as two fields of formal investigation. The program responds to the student's career interest in administration either in business or in a social service agency.

Courses

Ps 210	BA 330
Ps 250	BA 334
Ps 270	BA 335
Ps 300	BA 370
DS 224	BA 380
	BA 382

Approved:

\_\_\_\_\_  
Student

\_\_\_\_\_  
Adviser

Date:

\_\_\_\_\_  
Dean of the College

Proposal for a Personal Major  
in  
Management of Leisure Time Activities in Industry

Rationale

There seems to be little question that human beings will continue to act even if their occupational responsibilities have been fulfilled. In a society in which occupational requirements on a person's time and concern are decreasing at an ever more rapid rate, the question seems to be: what do people do when they don't have to work? Unquestionably, the organization of leisure activities will continue to grow as both public and private institutions become aware that the alternatives to work and to organized leisure are often drug abuse, crime, and other anti-social behavior. If the efforts of such institutions are to be effective, however, a much larger supply of persons trained in the theory and organization of leisure activities will have to be forthcoming. This program is an attempt to meet this need.

1. Administrative Skills

BA 110 Managerial Accounting  
BA 330 Principles of Management  
BA 331 Personnel Management  
BA 380-2 General Business Seminar

2. Participatory Skills

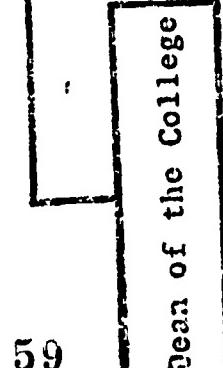
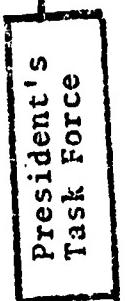
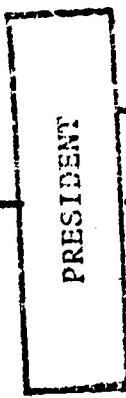
3. Theoretical Foundations

Approved: \_\_\_\_\_  
Student \_\_\_\_\_

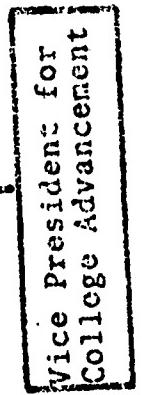
\_\_\_\_\_  
Adviser \_\_\_\_\_

Date: \_\_\_\_\_  
Dean of the College \_\_\_\_\_

BOARD OF TRUSTEES



5



Director of Information Services  
Director of Alumni

Director of Physical Business Office

Associate Dean of Student Life  
Director of Center for Student Life  
Student Government Assoc.  
Chaplain  
Director of Career Guidance  
Director of Auxiliary Services

Security Officer  
Publications Committee  
Student Life Committee

Divisional Chairmen  
Registrar  
Dean of Admissions  
Director of General Advising  
Director of Data Processing  
Faculty Coordinator of Summer Session  
Librarian  
Director of Media Center  
Director of Athletics  
Speakers & Fine Arts Committee  
Committee on Curriculum & Educational Policy

**SECTION IV**  
**Procedures and Information**

## I. AFFIRMATIVE ACTION POLICY STATEMENT

"St. Norbert College is committed to a policy of equal employment opportunity without regard to race, color, religion or national origin. Decisions on employment are made on the basis of the qualifications of the individual as they relate to the requirements of the position for which he or she is being considered. All personnel policies, including those on compensation, fringe benefits, transfers, training programs and the like, are administered without regard to race, color, religion, sex or national origin."

- Approved by the Executive Committee  
Board of Trustees,  
St. Norbert College  
April 10, 1974

## II. POLICY ON COLLEGE SPONSORED PROGRAMS

The objective of St. Norbert College is education. Included in that objective is the encouragement of free and fearless inquiry and the freedom of expression. The criterion of acceptability for a campus speaker or any other program officially sponsored by the college (films, dramatic presentations, etc.) is that it help to achieve such an objective. The views may, indeed should, frequently run counter to opinions of some students, faculty members and administrative personnel, perhaps in extreme cases, all of them. The College cannot avoid controversy, nor does it desire to do so. No educational institution preparing men and women to live, work and hold responsible positions in the 20th century should possibly live up to its responsibilities if it avoided intensive study of all points of view on significant issues. Such a study of differing opinions will obviously create disagreement and controversy, but it is a vital aspect of education. St. Norbert College cannot afford to do without it. We recognize also that the view put forward by a speaker may disagree with that held by some of our friends in the community and among our alumni. We hope that such disagreement will not carry with it offense and hostility to the College. Rather we hope that our friends will understand our obligations as educators to present as varied, and to some extent, as controversial a program as possible. The policy, therefore, of St. Norbert College is to choose speakers and other programs on the basis of their ability to make an effective academic contribution to the college community.

### III. PROCEDURES FOR REQUISITION OF FUNDS FOR TRAVEL

#### Transportation:

1. Automobile travel expense, if authorized as a substitute for another mode of travel as a convenience to the individual, will be reimbursed in no greater amount than economy class air fare between destinations of the particular trip.
  - a. Travel by personally owned cars will be reimbursable at the rate of eleven cents (\$.11) per mile regardless of the number of passengers. Parking, garage and toll charges will be reimbursable if considered necessary. No other charges will be allowed.
  - b. Travel by rental car will be authorized only in unusual instances and should be requested with explanation before being approved.
  - c. Taxicab charges will be allowed only when other modes of travel are not available; such as, airport buses, etc.
2. Travel by common carrier.
  - a. Air travel. In cases of air travel, ticket detail must be attached to the travel requisition. When commercial air transportation is required, less than first class accommodations will be the normal class. The College may approve first class accommodations if:
    - (1) Less than first class is not available.
    - (2) Less than first class would result in additional direct costs (e.g., rental car) which offset the transportation savings.
  - b. Rail travel. In cases of rail travel, receipts should be attached to the travel requisition.
  - c. Bus travel. Expenses for bus travel should be supported by receipts when possible.

#### Lodging and Meals:

The College will reimburse all reasonable expenses for lodging and meals incurred by a college employee on official college business. A detailed listing of expenses with appropriate receipts should be submitted with the Travel Expenditure Requisition for approval by the appropriate budget supervisor.

Because limited funds are available for travel in college budgets, thriftiness in travel expenditures will permit widespread use of the available funds.

**Other Expenses:**

These expenditures should be detailed and must be approved by the budget supervisors.

**IV. JOINT STATEMENT ON THE RIGHTS AND FREEDOMS OF STUDENTS**

**II. In the Classroom**

The professor in the classroom and in conference should encourage free discussion, inquiry and expression. Student performance should be evaluated solely on an academic basis, not on opinions or conduct in matters unrelated to academic standards.

**A. Protection of Freedom of Expression.** Students should be free to take reasoned exception to the data or views offered in any course of study and to reserve judgment about matters of opinion, but they are responsible for learning the content of any course of study for which they are enrolled.

**B. Protection Against Improper Academic Evaluation.** Students should have protection through orderly procedures against prejudiced or capricious academic evaluation. At the same time they are responsible for maintaining standards of academic performance established for each course in which they are enrolled.

**C. Protection Against Improper Disclosure.** Information about student views, beliefs and political associations which professors acquire in the course of their work as instructors, advisers and counselors should be considered confidential. Protection against improper disclosure is a serious professional obligation. Judgments of ability and character may be provided under appropriate circumstances, normally with the knowledge or consent of the student.

**III. Student Records**

Institutions should have a carefully considered policy as to the information which should be part of a student's permanent educational record and as to the conditions of its disclosure. To minimize the risk of improper disclosure, academic and disciplinary records should be separate, and the conditions of access to each should be set forth in an explicit policy statement.

Transcripts of academic records should contain only information about academic status. Information from disciplinary or counseling files should not be available to unauthorized persons on campus or to any person off campus without the express consent of the student involved, except under legal compulsion or in cases where the safety of persons or property is involved. No records should be kept which reflect the political activities or beliefs of students. Provisions should also be made for periodic routine destruction of noncurrent disciplinary records. Administrative staff and faculty members should respect confidential information about students which they acquire in the course of their work.

#### V. RELEASE OF INFORMATION FROM STUDENT RECORDS

Most of the College's students ultimately enter other undergraduate schools, graduate schools, industry, educational institutions, or government. Decisions relating to their entrance into these institutions must often be based on information in their records at St. Norbert College. It is the obligation of the College, therefore, to furnish these institutions accurate and representative data. All officers and all employees of St. Norbert College who are called upon to give out such information shall do so only in accordance with the following guidelines:

##### A. External Dissemination of Information

###### 1. General Procedure:

No information from the records of the College about any student other than his name, dates of registered attendance, the nature of degrees granted, and the dates on which the degrees were conferred shall be given to anyone by any officer or employee of the College except with the written permission of the student. This rule applies to information requested for government security checks, financial credit evaluations, and all other purposes.

###### 2. Transcripts:

Transcripts may be released only upon the written request of the student. Under no circumstances shall transcripts be released upon the request of third persons or as the result of telephone calls from the student.

B. Internal Dissemination of Information

1. Examination of students' files or the receipt of information from students' files shall be restricted normally to the Dean of Student Life, Associate Dean of Student Life, Dean of the College, and advisers. Advisers normally will be restricted to the files of their advisees only.
2. The distribution of reports based on information extracted from students' files shall be restricted to those persons having a legitimate need to know. As specific examples, student listings, student addresses, student directories, shall not be disseminated without the exercise of proper discretion.

C. Any request for exceptions to this policy must be referred to the Dean of the College.

VI. COORDINATION OF PUBLICITY

All news releases, whether through radio, television, or newspapers, involving the College or student activities must be coordinated and released through the Office of the Director of Information Services which is located on the second floor of Main Hall.

**INDEX**

## INDEX

	Page
Academic Freedom, AMUP Statement.....	19
Academic Occasions .....	32a
Adding Courses.....	32
Administrative Advisory Council.....	11
Affirmative Action Policy Statement.....	39
 Board of Trustees.....	 1-2,4-7
 Chairmen, Divisional.....	 25,26
Chancellor .....	8
Change of Grades .....	31
Class Attendance:	
Dean's List Students .....	32
Faculty .....	32a
Students .....	32
Class Schedules .....	30
College Development, Vice-President for .....	15
College Sponsored Programs, Policy on .....	39
Commencement, Attendance at .....	32a
Committees:	
Faculty Improvement Grants .....	28
Faculty Personnel .....	25
Contracts .....	20
Conventions .....	29
Courses:	
Adding .....	32
Change of .....	32
New .....	32
 Dean of the College .....	 12
Dean of Student Life .....	15
Dean's List Students .....	32
Deferred Grades .....	31
Divisional Chairmen .....	25-26
 Employment, Outside .....	 32a
Examination Times, Change of .....	32
 Faculty .....	 17-18,19
Faculty Improvement Grants .....	28
Faculty Personnel Committee .....	25
Fringe Benefits .....	28
 Goals and Objectives .....	 3
Grades:	
Change of .....	31
Deferred .....	31
Incomplete .....	31

*Feb. 11/74*

## INDEX

	Page
Incomplete Grades .....	31
<b>Insurance:</b>	
Group Life .....	28
Income Protection .....	28
Medical .....	28
Workmens Compensation .....	28
<b>Joint Statement on the Rights and Freedoms of Students .....</b>	
41	
<b>Leaves of Absence .....</b>	<b>27</b>
<b>Loans:</b>	
Faculty Improvement .....	28
<b>New Courses .....</b>	
<b>32</b>	
<b>New Major Programs .....</b>	
<b>32a</b>	
<b>Organizational Chart .....</b>	
<b>38</b>	
<b>Outside Employment .....</b>	
<b>32a</b>	
<b>Policy on College Sponsored Programs .....</b>	
<b>39</b>	
<b>President .....</b>	
<b>9-10</b>	
<b>Promotions .....</b>	
<b>21-23</b>	
<b>Publicity, Coordination and Release of .....</b>	
<b>43</b>	
<b>Records, Release of Information from .....</b>	
<b>41</b>	
<b>Retirement Program .....</b>	
<b>27</b>	
<b>Rights of Students .....</b>	
<b>41</b>	
<b>Sabbatical Leaves .....</b>	
<b>26</b>	
<b>Schedules, Class .....</b>	
<b>30</b>	
<b>Student Life, Dean of .....</b>	
<b>15</b>	
<b>Student Records .....</b>	
<b>41</b>	
<b>Student Rights .....</b>	
<b>41</b>	
<b>Tenure .....</b>	
<b>24</b>	
<b>TIAA .....</b>	
<b>27</b>	
<b>Travel:</b>	
Absence from city .....	32a
Conventions .....	29
Requisition of funds to Professional Meetings...	40
<b>Vice-President for Business &amp; Finance .....</b>	
<b>13-14</b>	
<b>Vice-President for College Development .....</b>	
<b>16</b>	